

COMPETENCY FRAMEWORK FOR STAKEHOLDER MANAGEMENT

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The concept of Competency-based Human Resource Management has achieved a high degree of importance in recent years because it aims to achieve optimal project performance by optimizing employees' potential.

This paper is based on an extensive study, followed by an analysis of the different literature sources attempting to define competency-based HRM and suggesting competency frameworks to aid in the process. Such literature include the work of some individual authors such as Shermon and Armstrong in addition to the frameworks provided by internationally-known associations such as the Project Management Institute (PMI) and International Project Management Association (IPMA).

The aim of this research is to develop a competency framework appropriate for a team responsible for stakeholder management. Stakeholders, being defined as all parties interested in or related to the project in explicit or implicit ways, are very critical to the project success. Therefore, stakeholder management should be the responsibility of a competent and well-chosen team, with pre-defined qualification criteria. The developed competency framework defines this set of criteria, which characterizes the selected team members and specifies the levels for each criterion at which the employees should be. This facilitates the work of the human resource department, ensures better team performance and higher chances of project success.

The proposed framework is conceptual and can be empirically studied in real projects and organizations. Therefore, it is still open for further research and improvements. The intentions of the researchers is to further study the issue as term project and later on extend to Master thesis.

Keywords: Competency-based HRM, competency frameworks, stakeholder management